

# Valley Vision 2025

*alternatives, choices, solutions*

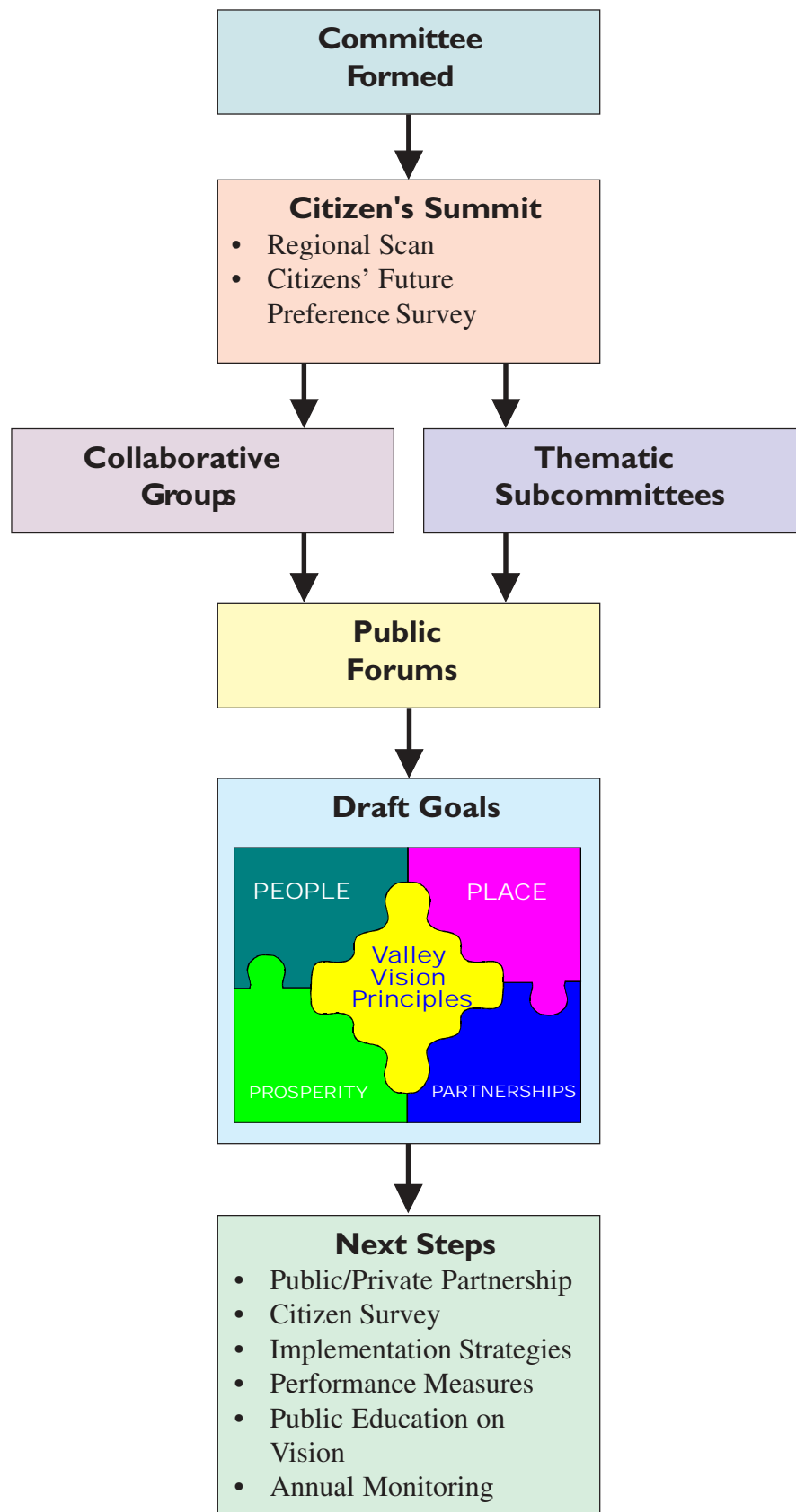
# Vision Report

February 2000

Valley Vision 2025 was initiated by:



## Process Flow Chart



# A Call to Action

## Dear Neighbors:



*Valley Vision 2025* is a call to action to create a better future for ourselves and our children. We need a shared vision that will ensure this region remains a great place to live, work and raise a family. Throughout the discussion and deliberations of the *Valley Vision 2025* process, it has been clear that our region has a great deal to be proud of: our multi-cultural heritage, our unique desert environment, our strong economic performance and the excellent quality of life that many people in the region enjoy. We believe that the framework outlined in this plan creates a starting point for continuous improvement through community engagement.

In the Phoenix metropolitan region, rapid growth has long been a reality. From 1990 to 1997, Maricopa County was the fastest-growing large county in the United States. Our region's economy is booming — with job growth, small business development, housing permits, and occupancy rates at some of the highest levels in decades. The unemployment rate in the region is one of the lowest in the nation. Yet this rosy economic picture does not tell the whole story. Increasingly, residents are questioning the expansive growth in the region and its impact on their quality of life and community well-being. Economic and geographic disparities, workforce skills, the education system and transportation issues are growing concerns in the Valley of the Sun.

Approximately 25 percent of Valley residents are in need of affordable housing. Nationally, Arizona has the highest percentage of teens that drop out of high school and employers are concerned that there are not enough skilled employees to keep their businesses moving forward in a knowledge-based economy. Despite our strong economic performance, there are compelling needs that must be addressed if the Valley of the Sun is to remain a prosperous, livable community.

Valley Vision 2025  
was initiated by:





The projections for the region's future growth make it apparent that more extensive regional cooperation and planning will be needed. Based on current trends, the region is projected to grow from 2.9 million residents today to 4.9 million in 2025, almost doubling in a generation. Employment and housing will continue to grow, mainly on the region's perimeter, leading to a projected increase in traffic congestion Valleywide. The percentage of freeway miles that are congested during the afternoon peak is projected to increase from 18 percent to 34 percent by 2025. This congestion will try people's patience and constrain business productivity. No single entity can effectively address these challenges. Local jurisdictions, regional organizations, businesses, educators and community members will need to work together to focus our growth in a way that benefits our region's people and their quality of life.

Clearly, if a fast-growing region like Maricopa County is to remain a desirable place to live, our first step must be to develop a broad vision that describes how the region plans to grow — both physically and socially. *Valley Vision 2025* was initiated by the Maricopa Association of Governments and has been guided by a committee made up of a cross-section of business, civic and community leaders. Our goal is to provide a forum and an inclusive process in which the diverse residents of the region can shape our common future.

What kind of place do we want to become? What values, skills and dreams do we want our children to embrace? What kinds of opportunities do we want to be available to the region's residents? And once we know what kind of community we want, how do we move the region toward achieving our vision? As we continue to develop and implement the vision outlined in this report, and discuss our future challenges, we need to be truly honest in evaluating our shortcomings so that we can improve. And with so many jurisdictions and such challenging issues, it will take the participation of regional leaders from all walks of life to address our common concerns.

We dedicate this vision to our children, and urge you to work together to achieve it.

The *Valley Vision 2025* Committee, January, 2000

# Valley Vision 2025

## Committee Members

### Committee Co-Chairs



**Diane McCarthy**  
Executive Director,  
WESTMARC



**Richard Thomas**  
Councilmember,  
City of Scottsdale



**George Young**  
Chairman, South Mountain Village Planning Committee

### Committee Members

**Irene Aguirre**  
Community Relations Manager,  
Arizona Public Service

**Carie Allen**  
Community Activist

**F. Rockne Arnett**  
State Transportation Board

**Samuel Aubrey**  
Vice President, Government Affairs, Arizona Rock Products Association

**Chris Baier**  
Director, Sports Development, Arizona Department of Commerce

**Carol Baily**  
Chandler Chamber of Commerce

**Betsey Bayless**  
Secretary of State

**Mary Lou Bessette**  
President, Besette & Company

**Jan Brewer**  
Maricopa County Supervisor

**Diane Brossart**  
President, Valley Forward Association

**Tom Browning**  
Executive Director, Greater Phoenix Leadership

**Ron Brumley**  
Arizona Marketing Manager,  
San Diego Padres

**Robert Bulla**  
CEO, Blue Cross/Blue Shield of Arizona

**Carla**  
Administrator, McDowell Sonoran Land Trust

**Tom Carrano**  
Community Advocate

**Gordon Cheniae**  
Field Director, Bureau of Land Management

**George Dean**  
President and CEO, Greater Phoenix Urban League

**Ed Dulin**  
President, Independent Newspapers, Inc.

**Arnott Duncan**  
Owner, Duncan Family Farms

**Dan Durrenberger**  
Community Activist, Blue Ribbon Committee Member

**Bill Eider-Orley**  
General Manager, Hyatt Hotels Corporation

**Marcie Ellis**  
Executive Director, West Valley Fine Arts Council

**Dr. Paul Eppinger**  
Executive Director, Arizona Ecumenical Council

**Adolfo Gamez**  
Mayor, City of Tolleson

**Steve Gervais**  
Vice President and General Counsel, SunCor

**Urban I. Giff**  
Gila River Indian Community

**Dr. Milton Glick**  
Senior Vice President and Provost, Arizona State University

**John Graham**  
President, Sunbelt Holdings

**Merrill Harlan**  
Administrator for Adult Educational Services, Professional Self Concepts Education Center, Glendale

**Russ Haughey**  
Habitat Program Manager, Arizona Game and Fish

**Keno Hawker**  
Councilmember, City of Mesa

**Ivan Johnson**  
Vice President, Public Affairs & Business Development, Cox Communications

## Committee Members

|   |  |   |  |  |   |
|---|--|---|--|--|---|
| <b>Maeve Johnson</b><br>Executive<br>Director, Valley Partnership   | <b>Kathie Lee</b><br>Sr. Government Representative,<br>Salt River Project                                  | <b>Guy Mikkelsen</b><br>Director,<br>Foundation for Senior Living   | <b>David Radcliffe</b><br>President and<br>CEO, Phoenix & Valley of the Sun Convention & Visitors Bureau | <b>Steve Sossaman</b><br>Owner,<br>Sossaman Farms, Queen Creek   | <b>Karen Udall</b><br>Neighborhood Advocate   |
| <b>Pam Johnson</b><br>Vice President for News and Executive Editor, Phoenix Newspapers, Inc.                            | <b>Steven Lin</b><br>Chairman,<br>Phoenix Pacific Rim Advisory Council                                     | <b>Gerald "Gary" Miller</b><br>Vice President,<br>Harris Trust Bank   | <b>Jack Sellers</b><br>Facilities Manager,<br>General Motors Proving Grounds                             | <b>Dr. Frederick R. Steiner</b><br>Director, School of Planning & Landscape Architecture, ASU  | <b>Steven R. Urie</b><br>Greater Agricultural Land Alliance; Gilbert Redevelopment Commission |
| <b>Dr. Raymond Kellis</b><br>Former Superintendent,<br>Peoria Unified School District; Arizona State Board of Education | <b>Ella Makula</b><br>Councilmember,<br>City of Peoria   | <b>Rick Miller</b><br>President,<br>The Miller Team   | <b>Billy Shields</b><br>Executive Vice President,<br>United Phoenix Firefighters                         | <b>Richard Stuart</b><br>Councilman,<br>Town of Gila Bend  | <b>Vivian Valle</b><br>Citizen Advocate, COSTS  |
| <b>Rev. Terry Kennard</b><br>Center of Buddhist Development   | <b>Roger Manning</b><br>Executive Director,<br>Arizona Municipal Water Users Association                   | <b>Sara D. Moya</b><br>Former Councilmember,<br>Paradise Valley   | <b>Dr. Dan Shilling</b><br>Executive Director,<br>Arizona Humanities Council                             | <b>Penny Allee Taylor</b><br>Specialist,<br>Government Affairs,<br>Southwest Gas Corporation   | <b>Rick Weddle</b><br>Executive Director,<br>Greater Phoenix Economic Council                 |
| <b>Lt. Col. Robert Kopp</b><br>Chief Readiness Programs Branch, USAF (Pentagon)   | <b>Valerie Manning</b><br>President and CEO, Greater Phoenix Chamber of Commerce                           | <b>Richard Nolan</b><br>Community Advocate  | <b>Kay O'Connor</b><br>Director,<br>Psychiatric Services,<br>Samaritan Behavioral Health Center          | <b>Dick Welp</b><br>CEO, Wells Fargo Bank  | <b>Ronald C. Wills</b><br>Attorney,<br>State Workers Compensation Fund                        |
| <b>Lynn Kusy</b><br>Executive Director,<br>Williams Gateway Airport   | <b>Bill McDonough</b><br>President,<br>United Food and Commercial Workers Union Local 99R                  | <b>Mary Orton</b><br>Mary Orton and Associates  | <b>Tom Shipe</b><br>President and CEO, Sun Country Federal Credit Union                                  | <b>Scott Taylor</b><br>Vice President,<br>Mark-Taylor, Inc.  | <b>Karen Wittmer</b><br>CEO & Publisher,<br>The Tribune Newspapers                            |
| <b>Tom Largo</b><br>Councilmember,<br>Salt River Pima-Maricopa Indian Community   | <b>Monica Pastor</b><br>Agricultural Literacy Coordinator,<br>University of Arizona Agricultural Extension | <b>Martin L. Shultz</b><br>Vice President,<br>Pinnacle West Capital Corporation                               | <b>Jack Tevlin</b><br>Deputy City Manager,<br>City of Phoenix  | <b>Judith Tunell</b><br>Chair, Phoenix Mayor's Commission on Disability Issues; First V.P., National Federation of the Blind - Arizona | <b>Patrick Yalung</b><br>Senior Vice President,<br>Wells Fargo Bank                           |
|   | <b>Denise Meridith</b><br>State Director,<br>Bureau of Land Management                                     | <b>Diana Smith</b><br>Past President,<br>Scottsdale Chamber of Commerce; Officer, Arizona Chamber of Commerce |  |  | <b>Jim Zaharis</b><br>Former Superintendent, Mesa Public Schools                              |
|   |  | <b>Bill Pfeifer</b><br>Executive Director,<br>Arizona Lung Association  |  |  |   |



# Executive Summary

## Valley Vision 2025 Report

---

*Build a house without a blueprint and the final product probably won't turn out to be very desirable — maybe not even livable. Build a community without a blueprint or plan, and it will likely suffer the same fate.*

---

To grow successfully as a region, we must have a long-range plan for building a region which encompasses our values as a community. That's the purpose of Valley Vision 2025, a public/private partnership initiated by the Maricopa Association of Governments to form a vision of what this region should become by the year 2025. It is the outgrowth of citizen-based recommendations that this region must plan for its future now if it is to continue to be an attractive and desirable place to live.

Current projections estimate that the region's population will swell to nearly five million by

the year 2025. Valley residents increasingly question the expansive growth in the region and its impact on our quality of life. Valley Vision 2025 seeks to identify the core community values embraced by the residents of this region, and to outline the goals and objectives for becoming the place that we all want to call home.

The Valley Vision 2025 Committee began its work in January of 1998. The 79 founding members represented a diverse cross section of business, civic and community representatives from throughout the Maricopa region. In fact, the Committee represented the most representative regional group to come together for a single effort. During the next two years, the Committee gathered information through three main sources: collaborative groups, thematic subcommittees, and public forums.

The collaborative groups served as the eyes and ears of the Visioning process. These were

---

*From working moms to firefighters, from teenagers to senior citizens, the collaborative groups tapped into the core of their communities to seek input from residents about their vision for the future.*

---

groups formed in individual cities throughout the region to collect input from their communities. From working moms to firefighters, from teenagers to senior citizens, the collaborative groups tapped into the core of their communities to seek input from residents about their vision for the future. The collaborative groups reported their findings back to the thematic subcommittees and Valley Vision 2025 Committee.

The thematic subcommittees focused on nine critical areas of interest, including: Cultural, Economy, Education, Human Services, Natural Features, Public Safety/Civic Infrastructure, Public Utility/Governance, Transportation, and Urban Features. The subcommittees were made up of business and

civic leaders, field experts and citizens with a strong interest in each issue area. The subcommittees held meetings, sponsored workshops, and helped devise a survey that was distributed throughout the Valley to collect input about each issue area.

In addition to the public outreach conducted by the collaborative groups and thematic subcommittees, 13 public forums were held at the beginning and end of the visioning process. These forums included a “Citizens’ Summit on the Future” in June of 1998, as well as a series of 12 forums held in separate communities over a six-week period in late 1999.

The Citizens’ Summit included development of a Regional Scan to assess the current status of the region, and included input from forum participants through a Citizens’ Future Preference Survey. The twelve public forums, held in October and November 1999, were designed to give the public the opportunity to review and comment on the 43 draft goals developed by the Valley Vision 2025 Committee. The forums also provided an opportunity for dialogue to



## Executive Summary

collect additional visioning input. In ranking the goals, citizens identified the need for a quality transit system, control of urban sprawl, and wise use of open space as their highest priorities for the region.

Because of the diversity of the Valley Vision 2025 Committee and the complexity of issues addressed in this Report, it should be noted that not every Committee member endorses every word contained herein. However, the report seeks to address the broad scope of this effort and to represent the general consensus of the Committee.

While the work of the Valley Vision 2025 Committee has been both comprehensive and intensive, there are additional steps which must be taken in the Valley Vision process. These additional steps will include:

- Conducting a statistically-valid, random-sample telephone survey. This survey of 800 people is recommended to ensure that Valley Vision 2025 reflects the views of all representative groups of the Valley. Results will be incorporated into the final draft of the Vision document.

- Establishing a joint public/private partnership. To ensure that the Valley Vision 2025 is refined and implemented, a joint venture partnership with the private sector should be established. Incorporating the work done to date and the additional input of the telephone survey, this joint venture should be launched with a public resolution of commitment that demonstrates a high degree of commitment to the Vision, and to the future of this region.

- Developing implementation strategies and performance measures for the Vision. The Valley Vision 2025 Committee wants to ensure that the final Vision does not become a dusty, two-dimensional document — but remains as a living, ever-evolving, three-dimensional journey into the future. It will be up to the joint venture to develop implementation strategies and performance measures for the vision.

Annual reports will be developed to monitor the progress of the region in reaching the goals set forth in the Vision.

## Executive Summary

When these steps are complete, the Vision will be presented to the MAG Regional Council for adoption. The council membership includes the mayors of 24 cities and towns in Maricopa County, representatives from two Indian Communities, and a member of the Maricopa County Board of Supervisors. It is anticipated that the Vision will be endorsed by all local governments individually, as well by civic and community groups.

Once the Vision has been adopted, it can be used as a road map by city planners, local governments, and civic leaders to ensure that the Maricopa region is an attractive place for citizens to raise families, teach children, make a living, build businesses and enjoy our natural environment.

VALLEY VISION  
2025  
*alternatives, choices, solutions*

# Valley Vision Process

## Establishing a Vision for the Future



Blue Ribbon  
Committee

### How It Began

Valley Vision 2025 (originally called Region 2025 Vision) was the outgrowth of earlier efforts, particularly recommendations made by a Blue Ribbon Committee. The committee was convened by the Maricopa Association of Governments (MAG) Regional Council to determine the feasibility and scope of a regional visioning effort.

The Blue Ribbon Committee examined regional value statements developed by the MAG Regional Development Policy Committee as a precursor to a more comprehensive visioning effort. The Committee found a prevailing belief among community leaders that to grow successfully as a region, we must know what we want our communities to look and feel like twenty or thirty years from now. To develop any blueprint, you must first know what you want the final structure to be — the same rule applies in developing a blueprint for the future. The Blue Ribbon Committee recommended that a

vision plan be developed for building a region which encompassed the values of the Valley community as a whole.

The recommendations by the Blue Ribbon Committee led to the formation of the Valley Vision 2025 Committee. Nominations for committee members came from MAG Regional Council members, who were charged with appointing a committee that would represent the same broad base of interests and diversity found within the Valley population. Eventually 80 members representing a cross section of business, civic and community representatives from throughout the Maricopa region were appointed, and the Valley Vision 2025 Committee convened for the first time on January 8, 1998.

*Valley Vision 2025 was born.*

VALLEY VISION  
**2025**  
*alternatives, choices, solutions*

### Citizens' Summit on the Future

From the beginning, the Valley Vision 2025 Committee recognized that to make the Vision truly representative of the region, public input must be a crucial component in every step of the visioning process. One of the first major events scheduled was a Citizens' Summit on the Future.



The Citizens' Summit was held on June 6, 1998 at the Orpheum Theatre in Phoenix and attracted hundreds of people interested in the visioning effort. Two major components comprised the agenda: the Regional Scan and a Citizens' Future Preference Survey.



### Regional Scan

The Valley Vision 2025 Committee decided that before determining where the region should be going, it would be helpful to first know where we are. The Committee asked MAG to pull together a report that summarized existing conditions in the region and which would serve as a baseline to provide the starting point for conversations about the future. This "regional scan" was designed to assess the region by examining current trends, plans and policies in existing city-level

visions, general plans, community group mission statements, policy statements and other documents. It was presented for the first time at the Citizens' Summit. The regional scan provided a valuable snapshot of the region as it appeared in 1998, and included projections on what the Valley would look like in the Year 2025 should current trends continue.

### Citizens' Future Preference Survey

During the second half of the summit, 270 forum participants were given hand-held, wireless voting key pads to record their votes on a series of questions about major Valley issues. The purpose of the electronic voting was to provide the audience with an instantaneous sampling of opinions on what Valley citizens expected the Valley would look like in the Year 2025.

## Process

Valley Vision 2025  
Committee  
Members



### Collaborative Groups

In a further effort to reach out to individual communities, “Collaborative Groups” were formed in communities around the Valley to seek input from residents about their vision for the future. The collaborative groups included city planners, community advocates, chamber directors, city council members, town managers and interested citizens. The collaboratives were asked to tap into the sentiments of citizens on issues identified as crucial to the future of the Valley. Instead of relying solely on public meetings to solicit input, many of the collaboratives used personal visits, surveys, telephone interviews and other methods to collect this information.

### Thematic Subcommittees

The Vision committee defined nine specific areas in which Valley Vision 2025 participants would seek to identify preferred community values. These areas included: Cultural, Economy, Education, Human Services, Natural Features, Public Safety/Civic Infrastructure, Public Utility/Governance, Transportation, and Urban Features. Nine “thematic” subcommittees were formed around each of these issue areas. The thematic subcommittees were made up of Valley Vision 2025 Committee members, field experts and interested citizens. In addition, a Public Outreach Committee was formed to coordinate outreach, publicity and media relations efforts for the Valley Vision project.

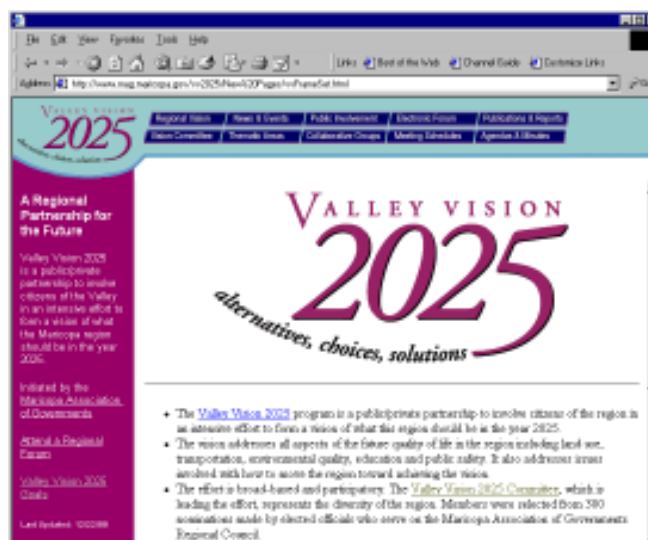
The collaborative groups and thematic subcommittees worked closely together to share ideas and information collected during their separate activities. The thematic subcommittees helped develop a list of 18 questions to be included in a survey that was distributed by the collaborative groups. The collaborative groups in turn provided the information gleaned through their outreach efforts and from the surveys back to the thematic subcommittees. Both groups developed reports on their activities which are included later in this report.

### Development of Draft Goals

By collecting information through the thematic subcommittees, collaborative groups, and public input, the Valley Vision 2025 Committee developed a set of 43 draft goals — a compilation in goal form of the issues identified through the visioning process as crucial to the region. In what became known as the “Five P’s,” the goals were separated into key Valley Vision Principles: People, Place, Prosperity and Partnerships.

### Public Forums

Once the 43 goals were developed, the Valley Vision 2025 Committee wanted to ensure that the goals were on target with the vision of the community. Through a series of twelve public forums, the goals were brought back to the public for review and additional input. The forums were held over a two-month period (October and November 1999) and each forum was scheduled in a different community to ensure a diverse representation of participants. A facilitator was hired to conduct the discussions, and a Spanish translator was available for three of the forums. Participants were asked to rank the goals according to level of priority. The forums were structured to be highly dialogue-driven. All comments and rankings were recorded and included in a comprehensive report of each forum. The reports were then passed on to the Valley Vision Committee for incorporation into the final Vision report.



Valley Vision 2025  
Homepage

### Implementing the Vision

The next phase of the Valley Vision 2025 Plan will be to make further refinements on the vision, develop progress measures as well as formulate and carry out implementation strategies. This will require a statistically-valid public opinion survey to further refine the Vision to ensure it is representative of the people of this region. A public/private partnership will be fostered to develop benchmarks and performance measures for the Valley Vision 2025 goals. Finally, there will be widespread community education on the Vision. MAG will monitor the performance measures and the committee members hope that an annual report will mark our progress as a region.



# Collaborative Groups

## Local Input Across the Region

### Collaborative Group Reports

Early in the visioning process, “Collaborative Groups” were formed in communities throughout the region as a means of collecting citizen input. The focus of the collaborative groups was to collect the ideas and opinions of community residents to better identify the visions and values of individual communities in the region. The

collaborative groups used a variety of meetings, personal visits, surveys, mailings, interviews and targeted outreach to collect this information.

Among the instruments used by the collaborative groups to solicit input was an 18-question survey. The survey utilized essay-type questions developed by the Vision committee’s “thematic” subcommittees around nine key issue areas.


**Collaborative Groups were formed throughout the region to solicit public input.**

### Collaborative Groups Formed

| GROUP NAME              | CONTACT PERSON(S)    | GROUP NAME              | CONTACT PERSON(S)    |
|-------------------------|----------------------|-------------------------|----------------------|
| <b>ADOT</b>             | Jay Klagge           | <b>Litchfield Park</b>  | Mike Cartsonis       |
| <b>Avondale</b>         | Carlin Holley        | <b>Maricopa County</b>  | Kevin Tyne           |
| <b>Buckeye</b>          | Annete Napolitano    | <b>Mesa</b>             | Frank Mizner         |
| <b>Carefree</b>         | Jonathan Pearson     | <b>Paradise Valley</b>  | Neal Pascoe          |
| <b>Cave Creek</b>       | Kerry Dudek          | <b>Peoria</b>           | Debra Stark          |
| <b>Chandler</b>         | Doug Ballard         | <b>Phoenix</b>          | Lisa Takata; Joy Mee |
| <b>El Mirage</b>        | Rosalinda Herrera    | <b>Queen Creek</b>      | Cynthia Seelhammer   |
| <b>Fountain Hills</b>   | Gary Jepson          | <b>RPTA</b>             | Ken Driggs           |
| <b>Gila Bend</b>        | Cari Stephani        | <b>Salt River Pima</b>  |                      |
| <b>Gila River</b>       |                      | <b>Indian Community</b> | Gabriel D’Luzansky   |
| <b>Indian Community</b> | Loyd Notah           | <b>Scottsdale</b>       | Joni Meade;          |
| <b>Gilbert</b>          | Mayor Cynthia Dunham |                         | Peggy Carpenter;     |
|                         |                      |                         | Jeff Kulaga          |
| <b>Glendale</b>         | Amy Rudibaugh;       | <b>Surprise</b>         | Mike Branham         |
|                         | Susan Harris         | <b>Tempe</b>            | Randy Hulburt        |
| <b>Goodyear</b>         | Doug Sanders;        | <b>Tolleson</b>         | Reyes Medrano        |
|                         | Harvey Kraus         | <b>Wickenburg</b>       | David Siegel         |
| <b>Guadalupe</b>        | Enrique Sema         | <b>Youngtown</b>        | Lloyce Robinson      |

## Surveys

The Valley Vision 2025 questionnaire was mailed out to residents throughout the Valley.

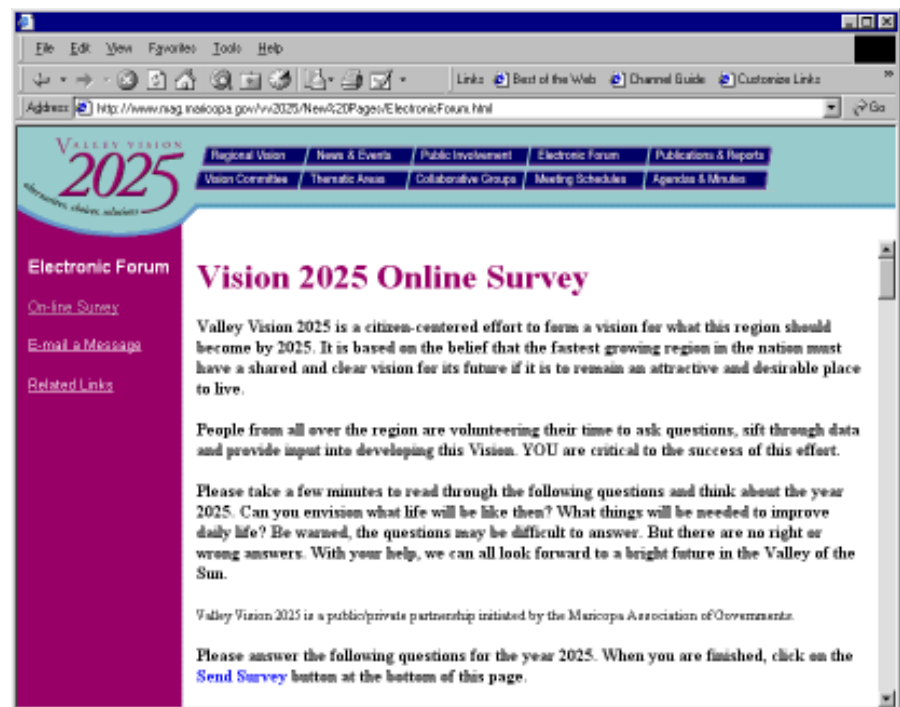
|    |   | Answer these questions for the year 2025:  |
|---|---|--|
| Civic Infrastructure  | ① | What needs to be done to build a community with strong civic values?   |
|   | ② | What can community organizations, businesses and government do – either independently or jointly – to support these values?  |
| Cultural  | ③ | What kind of cultural resources and relationships do you want for the region?  |
|   | ④ | How often do you attend cultural events, and what are your barriers to participating in more activities?   |
| Economy   | ⑤ | In the past, Arizona's economy was based on the four C's – copper, cotton, cattle and citrus. What would you like the Valley's most important businesses and industries to be? |
| Education   | ⑥ | What academic expectations do you want for all students, and how do you want to measure the success of our educational system?   |
| Governance  | ⑦ | How do you want to participate in making public decisions?   |
|   | ⑧ | What issues facing the Valley would you want to be dealt with regionally rather than locally?  |
| Human Services  | ⑨ | What basic human services do you want the government, private and non-profit organizations to make available to people in order to better their lives?                         |
|   | ⑩ | What kind of "safety net" would you want for you, your family and friends, and the less fortunate?   |
| Natural Features  | ⑪ | What needs to be done to keep our air clean, and our water clean and plentiful?  |
|   | ⑫ | What needs to be done to preserve our agricultural and natural landscape?  |
| Public Safety   | ⑬ | Compared to those offered today, what kinds of services would you want police officers and firefighters to provide?  |
| Public Utility  | ⑭ | What do you think the challenges will be in providing water, garbage, sewer, electric, natural gas, telephone, cable and Internet service to people?                           |
| Transportation  | ⑮ | How do you want to get to where you need to go?  |
|   | ⑯ | How do you want to pay for transportation?   |
| Urban Features  | ⑰ | Think about the community where you live. What do you like and dislike about it, and what would you change? Why?   |
| Implementation  | ⑱ | What specific steps do you want to be taken over the next 25 years to make your dreams for the Valley a reality?   |
| <p>We respect your anonymity. If you would like a copy of the final report for Valley Vision 2025, please call 452-5080 and leave your name and mailing address. Thank you for your time.</p> |   | <p>Please tell us...<br/>_____male _____female _____age<br/>_____city _____zip code</p>  |

## Collaborative Groups

(For more on the work of the thematic subcommittees, see next section.) These areas included: Cultural, Economy, Education, Human Services, Natural Features, Public Safety/Civic Infrastructure, Public Utilities/Governance, Urban Features, and Transportation — with additional questions aimed at implementation.

The collaborative groups distributed approximately 3,000 surveys in their efforts to obtain citizen input. In addition to direct distribution, the survey was also made available through the Valley Vision 2025 Web site and Valley Vision 2025 hotline. The feedback from the surveys was included as part of comprehensive reports drafted by the collaborative groups, which were utilized by the Valley Vision 2025 Committee in developing the draft vision goals.

Of the 28 collaborative groups designated, 19 had at least one facilitated collaborative group meeting. Fourteen completed the first phase of the project and drafted reports based on the responses from the survey. An additional report was drafted by



The Online Survey Provided Instant Feedback

consultants that compiled the responses of the outlying areas, areas which did not provide reports, and responses that arrived after the local reports were completed.

# Subcommittee Reports

## Thematic Groups

In 1998, the Valley Vision Committee formed thematic subcommittees on the topics of Culture, Economy, Education, Human Services, Natural Features, Public Safety/ Civic Infrastructure, Public Utilities/ Governance, Urban



By mid-1999, with completed reports in hand, the Valley Vision 2025 Steering Committee (comprised of the chairs of the thematic subcommittees) began the work of refining the goal statements so that they could be combined into a single vision for the Valley Vision Principles: People, Place, Prosperity and Partnerships.

Features and Transportation. The subcommittees — made up of committee members, field experts and interested citizens — developed reports that included definitions, background, vision goals and (in some cases) benchmarks and performance measures.



# Draft Vision Goals

## People, Place, Partnerships, Prosperity and Principles

### **Why Do We Need a Vision for the Valley of the Sun?**

In the Phoenix metropolitan region, rapid growth has long been a reality. From 1990 to 1997 Maricopa County was the fastest-growing large county in the United States. Our region's economy is booming; with job growth, small business development, housing permits, and occupancy rates at some of the highest levels in decades. The unemployment rate in the region is one of the lowest in the nation. Yet this rosy economic picture does not tell the whole story.

Increasingly, residents are questioning the expansive growth in the region and its impact on their quality of life and community well being. Economic and geographic disparities, workforce skills, the education system and transportation issues are growing concerns in the Valley of the Sun. Approximately 25 percent of



Valley residents are in need of affordable housing. Nationally, Arizona has the highest percentage of teens that drop out of high school and employers are concerned that there are not enough skilled employees to keep their businesses moving forward in a knowledge-based economy. Despite our strong economic performance, there are compelling needs that must be addressed if the Valley of the Sun is to remain a prosperous, livable community.

The projections for the region's future growth make it apparent that more extensive regional cooperation and planning will be needed. Based on current

## Introduction

trends, the region is projected to grow from 2.9 million residents today to 4.9 million in 2025, almost doubling in a generation. Employment and housing will continue to grow, mainly on the region's perimeter, leading to a projected increase in traffic congestion in the region.

The percent of freeway miles that are congested during the afternoon peak is projected to increase from 18 percent to 34 percent by 2025. This congestion will try people's patience and constrain business productivity. No single entity can effectively address these challenges. Local jurisdictions, regional organizations, businesses, educators and community members will need to work together to govern our growth in a way that benefits our region's people and their quality of life.

Clearly, if a fast-growing region like Maricopa County is to remain a desirable place to live, work and raise a family, our first step must be to develop a broad vision that describes how the region plans to grow—both physically and socially. What kind of place do we want to become? What values, skills and dreams do we want our children



to embrace? What kind of opportunities do we want to be available to the region's residents? And once we know what kind of community we want to become, how do we move the region toward achieving our vision?

Valley Vision 2025 is a regional, public-private partnership with citizen involvement that is seeking to form a vision of what this region would like to be in the year 2025.

Valley Vision 2025 was initiated by the Maricopa Association of Governments and is guided by a committee made up of a diverse cross-section of business, civic and community leaders. Our goal is to provide a forum and an inclusive process in which the diverse residents of the region can shape our common future.



### How Are We Developing Our Vision?

The 2025 vision is being developed collaboratively with multiple levels of citizen involvement. During the process, several hundred citizens from throughout the region participated in regional discussions and in local collaborative groups, providing input to the draft vision. Many more residents have responded to a detailed survey about all aspects of the future quality of life in the region, including land use, transportation, environmental quality, education and public safety.

The *Valley Vision 2025* Committee members have taken this input, as well as information about the county's existing and projected conditions, and developed a draft vision and goals for the region's future. These draft goals are the key to realizing our vision. Goals define the broad vision with tangible, attainable objectives that can be measured over time. *Valley Vision 2025* presented these draft goals for comment, input and revision this fall through a series of community forums.

### What Themes and Principles Underlie this Vision?

Throughout the discussion and deliberations of the Valley Vision 2025 process, it has been clear that our region has a great deal to be proud of — our multicultural heritage, our unique desert environment, our strong economic performance and the excellent quality of life that many people in the region enjoy. As we examined our present and future challenges, one key principle emerged: continuous improvement through community engagement.

Although our region has considerable strengths, we need to be honest in evaluating our shortcomings so that we can improve. And with so many jurisdictions and such challenging issues, it will take the participation of all regional leaders and citizens to address our common concerns.

## The Five “P”s

Based on information collected throughout the process, the Valley Vision 2025 Committee developed a set of 43 draft goals — a compilation of the issues identified through the visioning process as crucial to the region. In what became known as the “Five P’s,” the goals were separated into key Valley Vision Principles: People, Place, Prosperity and Partnerships

**Principles:** The principle of continuous improvement through community engagement is interwoven throughout the remaining four Principles, and becomes the glue that binds the themes together. These principles serve as the core of this draft vision.

**People:** Caring for the well being of all of our residents can strengthen our community fabric.

**Place:** Our community identity can be enhanced through high-quality, well-planned growth that preserves the region’s distinctive southwestern desert heritage and its natural and working landscapes.

**Prosperity:** Our community’s wealth can be sustained and broadened by connecting economic growth to communities that need it most.

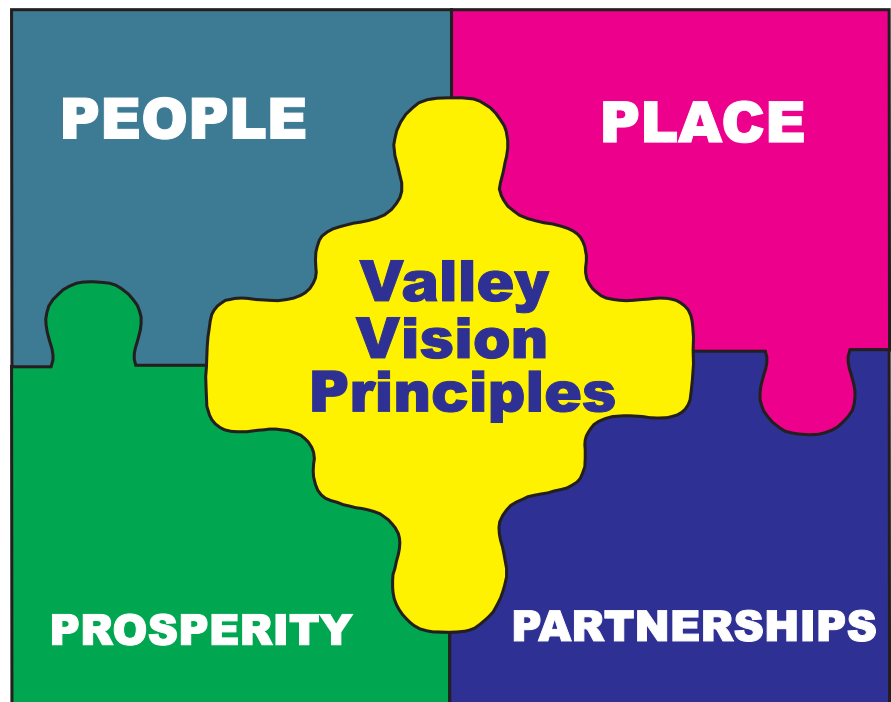
**Partnerships:** Our community can take action to move toward its vision by developing innovative partnerships to meet our goals.

These themes, based on an overall principle of continuous improvement, signal a shift away from the old pillars of the regional economy — the “Five C’s,” of cotton, citrus, cattle, copper and climate — to new

priorities for a new economy and community — the “Five P’s” of People, Place, Prosperity, Partnerships and Principles.

In the new economy, where global competition and information technology are pervasive, we find that there is a congruence between the issues that people care about and what makes a region economically competitive.

In a recent study, *What matters in Greater Phoenix*, conducted by the Morrison Institute of Public Policy, researchers identified nine major factors that the



## Valley Vision 2025 Draft Goals

| Vision for Continuous Improvement |  |  |
|-----------------------------------|--|--|
|                                   | Move from this...  | ...to this.  |
| Principles                        | <ul style="list-style-type: none"> <li>X Declining quality of life</li> <li>X Individualism that leads to isolation</li> </ul>                                       | <ul style="list-style-type: none"> <li>X Continuous improvement through community engagement</li> <li>X Interdependence, embracing common values and vision</li> </ul>         |
| People                            | <ul style="list-style-type: none"> <li>X Attracting quantities of people to the Valley</li> </ul>  | <ul style="list-style-type: none"> <li>X Attracting quality growth while at the same time investing in the skills and well-being of the existing population</li> </ul>         |
| Place                             | <ul style="list-style-type: none"> <li>X Sprawling, undifferentiated development</li> </ul>  | <ul style="list-style-type: none"> <li>X High-quality, distinctive development</li> <li>X Preserving landscapes, open space, culture</li> </ul>                                |
| Prosperity                        | <ul style="list-style-type: none"> <li>X Resource based (five C's)</li> <li>X Attracting companies with low cost land and labor</li> <li>X Benefits a few</li> </ul> | <ul style="list-style-type: none"> <li>X Knowledge and innovation based</li> <li>X Growing our own industries</li> <li>X Benefits the whole community</li> </ul>               |
| Partnerships                      | <ul style="list-style-type: none"> <li>X Fragmented regional actions</li> </ul>  | <ul style="list-style-type: none"> <li>X Strategic regional partnerships</li> <li>X Consensus between local and regional, public and private sector decision makers</li> </ul> |

region's citizens see as comprising their quality of life:

- education
- public safety and crime
- health/health care
- environment
- families and children
- economy
- transportation/mobility
- community
- arts-culture-recreation

All major studies of Arizona's economic competitiveness point to the fact that businesses look at these same factors when determining whether to locate or expand. In the new economy,

where employees' knowledge and skills are a company's most important asset, our region's long-term economic vitality rests largely on our commitment to this place and its people. The "Five P's" emphasize the region's most important assets in the information age — beginning with Principles (common values and vision) that tie the remaining four themes together: People (knowledge and skills); Place (distinctive quality of life); Prosperity (thriving, high wage industries); and Partnerships (capacity to take action regionally).

## What Goals Can We Set to Focus Our Actions?

Valley Vision 2025 has drafted potential goal statements to guide investment and action. These draft goals are organized by the four themes: people, place, prosperity and partnerships.

**PEOPLE:** Goals for investing in the skills and well being of our residents

- A. We improve the *range of employment opportunities* in our regional economy so that all people have access to jobs that provide for economic well being.
- B. All children have *high quality schools* that are consistently ranked in the top third tier of states according to major indicators of academic and educational excellence.
- C. Our institutions of *higher education* provide excellence in learning, enriching our intellectual life and enhancing our economic competitiveness.
- D. All people have access to *continuing education* for life-long learning and skill building.
- E. All people have access to *affordable health care* education, prevention, and treatment.
- F. We respect and celebrate the unique *diversity* of the people in our region.
- G. People in crisis are supported by a *social safety net* that helps them resolve their immediate needs and deal with long-term issues.
- H. All people remain *independent and contributing members* of our community.
- I. We allow children to enjoy childhood while preparing them for responsible adulthood.
- J. *Government is responsive* to the needs of its citizens, protective of their rights, effective and efficient in the execution of duties and responsible with the expenditure of public funds.
- K. Our people are informed, engaged and *responsible citizens*.



## Place

**PLACE:** Goals for promoting an urban form that creates a sense of place and preserves our region's distinctive southwestern landscapes and open space

### *Creating a Sense of Place*

- A. We invest in an urban form that *creates a sense of place* by preserving our Sonoran desert heritage and our natural and cultural landscapes.
- B. We invest in an urban form that creates *distinctive neighborhoods* with individual, recognizable characteristics.
- C. We invest in an *urban form that is people friendly*, where children can walk to school safely and adults can access services close to their homes.
- D. Valley residents feel *safe and secure* in their homes, on streets, shopping, at work, in their neighborhoods, and where they congregate.
- E. Growth decisions in the region better *integrate land use and transportation*.
- F. Communities in our region seek a *better balance between jobs, housing and services*.
- G. Our growth management respects *private property rights*, recognizing that each individual has a *responsibility* to promote the long-term quality of life in our region.
- H. Our *effective regional transportation system* provides convenient access to jobs and other opportunities.
- I. We ensure *mobility* for all.
- J. *Housing* is available throughout the region to people at all income levels.
- K. *Police, fire and emergency medical services* are integrated into communities, responsive to local needs and accountable to citizens.
- L. Our *utilities and infrastructure* are safe, reliable, affordable, accessible, environmentally sound and aesthetic.
- M. Arts and humanities institutions help to define our urban form, vitalize our communities and preserve our rich cultural legacy.

### *Preserving our Southwestern Landscape and Open Space*

- N. We promote the sustainable use of our *air and water resources*.
- O. We expand and sustain an integrated, contiguous *open space system* of regional parks, desert and mountain preserves, and public and private lands that will be a legacy for future generations.
- P. We protect and improve appropriate *public access to open space* in desert and mountainous areas.
- Q. We take significant measures to *preserve the Sonoran desert habitat* and encourage the use of *plants that are appropriate* to the region.
- R. We have *access to urban parks or open space* areas within walking distance of our homes.
- S. We recognize our *agricultural history*, maintaining our connection to the land.



## Prosperity and Partnerships



**PROSPERITY:** Goals for promoting a diverse economy by growing innovative businesses

- A. We foster economic development and *job growth in lower-income communities*.
- B. We *diversify our economic and employment base* by attracting to the region highly compensated, knowledge-intensive jobs.
- C. We retain and expand *home-grown businesses* and encourage local entrepreneurship.
- D. Our businesses have *access to capital* at each stage of their development.
- E. Our region supports a strong economy, positioning us to *export goods* to national and global markets.
- F. *Cultural tourism* will grow into a crucial economic ingredient of the Valley's tourism industry by celebrating our arts and unique heritage.
- G. We have a *world-class telecommunications infrastructure* that supports our globally competitive economy.
- H. We encourage *regional cooperation in economic development*.
- I. Our economic *growth benefits our people* through rising income levels.



**PARTNERSHIPS:** Goals for creating strategic regional partnerships that promote the goals of Vision 2025

- A. We ensure that the *regional transportation decision-making* processes are responsive and accountable to public interests and that transportation funding is adequate and fair.
- B. We forge long-term, innovative and systemic partnerships between educators and employers that allow us to *respond to the changing workforce preparation needs* of our globally competitive, regional economy.
- C. Strong partnerships between business and the K-12 educational system lead to *revitalized schools* that attract and retain people and resources in existing neighborhoods.
- D. We develop *regional decision-making processes* to effectively balance growth and open space needs to ensure regional economic prosperity.
- E. We develop the capacity to *tackle regional challenges by building strong public-private partnerships* based on business, local government, education and community collaboration.



# Public Forums

## Reviewing the Goals



### **Public Forum Process**

There were 12 public forums conducted from October through November at various sites around the Valley. Extensive advertising was done to ensure maximum participation at the forums, including public service announcements in major daily and weekly newspapers, 100,000 flyers passed out at the Arizona State Fair, and numerous announcements by Valley Vision 2025 Committee members at different functions. The forums were two hours in length and, with the aid of a facilitator, driven by the

dialogue of the participants who attended.

### **Objective**

The objective of the public forums was to provide the public an opportunity to review and comment on the principles and goals developed by the Thematic Subcommittees and Valley Vision 2025 Committee. Participants were asked to rank each of the 43 goals, which fell under the headings of *People, Place, Prosperity, and Partnerships*. This was followed by an open discussion of the goals and principles, to solicit the opinions



### What will his world be like in the year 2025?

*You can help determine what the Valley will look and feel like for his and future generations. Valley Vision 2025 is a call to action to create a better future for ourselves and our children. We need a shared vision that will ensure this region remains a great place to live, work and raise a family.*

**We can't do it without you.** Join us for a community forum to discuss your vision for the Valley, and to respond to goals already developed over the past year by citizens like you. What kind of place do we want to become? What values do we want our children to embrace? What kinds of transportation, open space, human services and economic opportunities do we want? How do we achieve our vision? Attend one of the following forums near you:

- ♦ **Tuesday, October 19**—Scottsdale Community College, Student Center Bldg/SC164  
9000 E. Chaparral, Scottsdale, 6:30 p.m. - 8:30 p.m.
- ♦ **Thursday, November 4**—Burton Barr Central Library, Music Room  
1221 N. Central, Phoenix, 6:30 p.m. - 8:30 p.m.  
(Spanish translator available/Habrá interpretación al Español)
- ♦ **Wednesday, November 10**—Rio Salado College, Room 2A  
2323 W. 14th St., Tempe, 6:30 p.m. - 8:30 p.m.

Please call (602) 254-6300 for additional forum dates and locations, or to arrange accommodation for those with special needs.



Valley Vision 2025 was initiated by the Maricopa Association of Governments.  
*This space donated by the Arizona Republic*

of citizens about the goals and to collect additional suggestions for the vision.

### How the forums were conducted

As each forum began, a video-tape was played to introduce the concept and purpose of the visioning effort. The tape included Valley Vision 2025 Committee members voicing their concerns and desires for the Valley over the next 25 years.

After the video, participants were welcomed by a facilitator and presented with a brief history and background of the Valley Vision 2025 process. The facilitator then discussed the purpose of the forum, which was to rank the 43 goals so that they could eventually be rendered down by the Valley Vision 2025 Committee into a more manageable number and incorporated into an overall plan.

Participants were given an opportunity to introduce themselves, and everyone was given a few minutes to review a worksheet consisting of the 43 goals. Participants were then asked to rank the goals on the worksheet on a scale of one to

## Public Forums



five, with five being the most important and one the least important. There were no set amount of fives or ones a participant could assign to any goal.

Upon completion, the worksheets were given to a recorder for tabulation. While the rankings were being tabulated, participants were asked to discuss their thoughts and concerns regarding the goals and to offer any new suggestions that they felt had been overlooked. Toward the end of the session, the recorder would post the tabulated results for the entire group to view, and make any final comments. Participants were thanked for their input, asked to fill out a comment form, and given information on how they could continue involvement in the process. The

two-hour session was then concluded.

### Tenor of discussion

A majority of the discussion centered around the need for a quality transit system and control of urban sprawl, as well as wise use of open space. The topics of education, employment, culture, and the preservation of the Sonoran or agricultural heritage were also ranked highly. In addition, participants wanted to know how The Vision Committee was going to measure the goals and how MAG would get cities and others to “buy in” to the goals. Feedback on the evaluation forms was highly positive. Detailed reports of each forum are available upon request. A summary of the goals and rankings follows. \*

\* Place goals “A” and “S” and Prosperity goal “F” include revisions which were not included in the ranking process. Place goal “M” was added after the forum process and is not reflected in the rankings.



## Public Forum Rankings

### MAG VV2025 Public Forum Rankings

| Location of Public Forum:<br>Date of Public Forum:     | OVERALL<br>RANKINGS | Mesa<br>10/7/99 | Paradise Vly<br>10/13/99 | Glendale<br>10/14/99 | Scottsdale<br>10/19/99 | Chandler<br>10/21/99 | South Mtn.<br>10/26/99 |
|--|---------------------|-----------------|--------------------------|----------------------|------------------------|----------------------|------------------------|
| Number of people participating:                        | 117                 | 14              | 4                        | 7                    | 12                     | 7                    | 13                     |
| <b>PEOPLE:</b>   |                     |                 |                          |                      |                        |                      |                        |
| A. Range of employment opportunities                   | 4.2                 | 3.8             |                          | 4.4                  | 3.9                    | 4.4                  | 4.2                    |
| B. High quality schools                                | 4.8                 | 4.5             |                          | 4.5                  | 4.4                    | 4.6                  | 5.0                    |
| C. High education                                      | 4.4                 | 4.4             |                          | 4.8                  | 3.9                    | 4.0                  | 4.5                    |
| D. Access to continuing education                      | 4.1                 | 4.3             |                          | 4.3                  | 3.7                    | 3.4                  | 4.8                    |
| E. Affordable health care                              | 4.4                 | 4.3             |                          | 4.0                  | 4.5                    | 4.8                  | 4.8                    |
| F. Diversity   | 3.8                 | 3.6             |                          | 4.0                  | 2.5                    | 3.9                  | 4.8                    |
| G. Social safety net                                   | 4.0                 | 3.8             |                          | 3.4                  | 3.9                    | 4.3                  | 4.0                    |
| H. Independent & contributing members                  | 3.8                 | 3.5             |                          | 4.8                  | 3.2                    | 4.1                  | 4.8                    |
| I. Children enjoy childhood                            | 4.0                 | 3.3             |                          | 4.4                  | 3.3                    | 4.4                  | 4.0                    |
| J. Government is responsive                            | 4.4                 | 4.2             |                          | 4.4                  | 3.7                    | 5.0                  | 4.8                    |
| K. Responsible citizens                                | 4.1                 | 4.0             |                          | 4.8                  | 3.5                    | 3.7                  | 4.6                    |
| <b>PLACE:</b>  |                     |                 |                          |                      |                        |                      |                        |
| A. Create a sense of place                             | 4.2                 | 4.3             | 4.5                      | 4.6                  | 4.0                    | 4.0                  | 4.2                    |
| B. Distinctive neighborhoods                           | 3.5                 | 3.3             | 2.8                      | 4.0                  | 3.1                    | 3.7                  | 4.2                    |
| C. Urban form that is people friendly                  | 4.5                 | 3.7             | 4.8                      | 4.8                  | 4.2                    | 4.4                  | 5.0                    |
| D. Residents feel safe & secure                        | 4.6                 | 4.1             | 4.5                      | 4.8                  | 3.8                    | 5.0                  | 5.0                    |
| E. Integrate land use and transportation               | 4.4                 | 4.6             | 2.3                      | 4.6                  | 4.2                    | 4.3                  | 4.4                    |
| F. Better balance between jobs, housing & services     | 3.8                 | 3.9             | 3.0                      | 4.3                  | 4.1                    | 3.4                  | 4.2                    |
| G. Respect private property rights with responsibility | 3.7                 | 3.0             | 2.8                      | 4.2                  | 3.8                    | 3.6                  | 3.8                    |
| H. Effective regional transportation system            | 4.5                 | 4.4             | 4.5                      | 4.0                  | 4.1                    | 4.1                  | 4.8                    |
| I. Mobility for all                                    | 3.9                 | 3.5             | 3.0                      | 4.3                  | 3.4                    | 3.9                  | 4.8                    |
| J. Housing available                                   | 4.0                 | 3.9             | 2.8                      | 4.2                  | 3.5                    | 3.7                  | 4.2                    |
| K. Police, fire & emergency medical services           | 4.4                 | 4.1             | 4.3                      | 4.3                  | 4.1                    | 4.9                  | 4.6                    |
| L. Utilities and infrastructure are safe, reliable..   | 4.2                 | 4.4             | 4.3                      | 4.0                  | 4.0                    | 4.1                  | 4.6                    |
| M. Air and water resources                             | 4.8                 | 4.8             | 4.8                      | 5.0                  | 4.7                    | 4.9                  | 5.0                    |
| N. Expand and sustain open space system                | 4.3                 | 4.6             | 4.5                      | 4.6                  | 3.9                    | 4.4                  | 4.2                    |
| O. Public access to open space                         | 3.9                 | 4.0             | 4.0                      | 4.8                  | 3.0                    | 3.9                  | 4.2                    |
| P. Preserve Sonoran desert habitat                     | 3.9                 | 4.8             | 4.3                      | 4.4                  | 3.7                    | 4.4                  | 4.2                    |
| Q. Access to urban parks or open space                 | 3.7                 | 3.8             | 4.5                      | 4.2                  | 2.6                    | 4.3                  | 4.2                    |
| R. Preserve agricultural heritage                      | 3.4                 | 2.7             | 3.0                      | 4.8                  | 2.1                    | 2.7                  | 3.8                    |
| <b>PROSPERITY:</b>                                     |                     |                 |                          |                      |                        |                      |                        |
| A. Job growth in lower-income communities              | 4.2                 | 3.9             |                          | 4.4                  | 4.3                    | 3.7                  | 4.4                    |
| B. Diversify our economic/employment base              | 3.9                 | 4.6             |                          | 3.7                  | 3.5                    | 3.7                  | 4.2                    |
| C. Expand homegrown businesses                         | 4.0                 | 4.3             |                          | 4.8                  | 3.4                    | 3.8                  | 4.0                    |
| D. Businesses have access to capital                   | 3.6                 | 3.0             |                          | 3.8                  | 3.2                    | 4.1                  | 4.2                    |
| E. Region supports strong economy to export goods      | 3.8                 | 3.9             |                          | 4.0                  | 2.9                    | 4.1                  | 4.8                    |
| F. Cultural tourism                                    | 3.5                 | 3.6             |                          | 3.8                  | 2.4                    | 3.1                  | 4.4                    |
| G. World-class telecommunications                      | 4.0                 | 3.8             |                          | 4.2                  | 3.5                    | 3.6                  | 4.8                    |
| H. Regional cooperation in economic development        | 4.1                 | 3.4             |                          | 4.0                  | 3.7                    | 4.1                  | 4.8                    |
| I. Economic growth benefits our people                 | 4.3                 | 4.2             |                          | 4.6                  | 3.9                    | 4.3                  | 4.6                    |
| <b>PARTNERSHIPS:</b>                                   |                     |                 |                          |                      |                        |                      |                        |
| A. Regional transportation decision-making             | 4.4                 | 4.5             |                          | 4.3                  | 4.0                    | 4.3                  | 4.8                    |
| B. Respond to changing workforce preparation needs     | 4.3                 | 4.1             |                          | 4.0                  | 3.5                    | 4.9                  | 4.8                    |
| C. Revitalized schools                                 | 4.3                 | 3.8             |                          | 4.2                  | 3.9                    | 4.7                  | 5.0                    |
| D. Regional decision-making processes                  | 3.9                 | 3.9             |                          | 3.8                  | 3.2                    | 4.1                  | 4.2                    |
| E. Build strong public-private partnerships            | 4.0                 | 4.0             |                          | 3.7                  | 3.6                    | 4.1                  | 4.4                    |

## Public Forum Rankings (continued)

### MAG VV2025 Public Forum Rankings

| Location of Public Forum:<br>Date of Public Forum:     | OVERALL<br>RANKINGS | Surprise<br>10/28/99 | Avondale<br>11/3/99 | Central Phx<br>11/4/99 | Gilbert<br>11/9/99 | Tempe<br>11/10/99 | MAG<br>11/15/99 |
|--|---------------------|----------------------|---------------------|------------------------|--------------------|-------------------|-----------------|
| Number of people participating:                        | 60                  | 5                    | 6                   | 10                     | 10                 | 9                 | 20              |
| <b>PEOPLE:</b>   |                     |                      |                     |                        |                    |                   |                 |
| A. Range of employment opportunities                   | 4.2                 | 4.0                  | 4.4                 | 4.6                    | 4.0                | 4.4               | 4.2             |
| B. High quality schools                                | 4.8                 | 5.0                  | 5.0                 | 5.0                    | 4.9                | 4.9               | 4.8             |
| C. High education                                      | 4.4                 | 4.6                  | 4.4                 | 4.8                    | 4.6                | 4.3               | 4.3             |
| D. Access to continuing education                      | 4.1                 | 3.8                  | 4.2                 | 4.4                    | 4.5                | 4.1               | 4.1             |
| E. Affordable health care                              | 4.4                 | 4.4                  | 4.0                 | 4.4                    | 4.1                | 4.4               | 4.6             |
| F. Diversity   | 3.8                 | 2.8                  | 3.2                 | 4.0                    | 4.0                | 4.3               | 4.1             |
| G. Social safety net                                   | 4.0                 | 3.2                  | 2.8                 | 4.1                    | 3.9                | 4.4               | 4.2             |
| H. Independent & contributing members                  | 3.8                 | 3.2                  | 3.2                 | 3.5                    | 3.9                | 3.7               | 4.2             |
| I. Children enjoy childhood                            | 4.0                 | 3.6                  | 4.0                 | 4.0                    | 3.7                | 4.1               | 4.2             |
| J. Government is responsive                            | 4.4                 | 4.2                  | 4.4                 | 4.6                    | 4.2                | 4.5               | 4.4             |
| K. Responsible citizens                                | 4.1                 | 3.7                  | 3.8                 | 3.8                    | 4.3                | 4.3               | 4.3             |
| <b>PLACE:</b>  |                     |                      |                     |                        |                    |                   |                 |
| A. Create a sense of place                             | 4.2                 | 4.3                  | 4.4                 | 4.3                    | 3.6                | 4.5               | 4.4             |
| B. Distinctive neighborhoods                           | 3.5                 | 3.1                  | 3.0                 | 3.9                    | 2.9                | 3.9               | 3.4             |
| C. Urban form that is people friendly                  | 4.5                 | 4.0                  | 4.6                 | 5.0                    | 4.6                | 4.4               | 4.2             |
| D. Residents feel safe & secure                        | 4.6                 | 4.7                  | 5.0                 | 4.9                    | 4.8                | 4.6               | 4.6             |
| E. Integrate land use and transportation               | 4.4                 | 4.8                  | 4.8                 | 4.4                    | 4.8                | 4.9               | 4.4             |
| F. Better balance between jobs, housing & services     | 3.8                 | 4.2                  | 3.6                 | 3.7                    | 3.3                | 4.0               | 3.9             |
| G. Respect private property rights with responsibility | 3.7                 | 3.5                  | 4.0                 | 3.9                    | 3.5                | 4.0               | 3.4             |
| H. Effective regional transportation system            | 4.5                 | 5.0                  | 4.6                 | 4.9                    | 4.5                | 4.5               | 4.5             |
| I. Mobility for all                                    | 3.9                 | 3.2                  | 3.6                 | 4.0                    | 3.4                | 4.2               | 4.3             |
| J. Housing available                                   | 4.0                 | 3.7                  | 3.8                 | 4.4                    | 4.1                | 4.7               | 4.2             |
| K. Police, fire & emergency medical services           | 4.4                 | 4.3                  | 4.8                 | 4.7                    | 4.4                | 4.3               | 4.3             |
| L. Utilities and infrastructure are safe, reliable..   | 4.2                 | 4.3                  | 4.2                 | 4.0                    | 4.4                | 4.3               | 4.1             |
| M. Air and water resources                             | 4.8                 | 4.9                  | 4.3                 | 4.6                    | 4.9                | 4.8               | 4.6             |
| N. Expand and sustain open space system                | 4.3                 | 3.9                  | 4.0                 | 4.3                    | 4.3                | 4.5               | 4.3             |
| O. Public access to open space                         | 3.9                 | 4.3                  | 3.7                 | 4.3                    | 3.7                | 4.2               | 3.7             |
| P. Preserve Sonoran desert habitat                     | 3.9                 | 4.0                  | 3.2                 | 4.0                    | 3.1                | 4.3               | 4.0             |
| Q. Access to urban parks or open space                 | 3.7                 | 3.9                  | 3.0                 | 4.0                    | 3.3                | 3.8               | 3.9             |
| R. Preserve agricultural heritage                      | 3.4                 | 3.0                  | 2.7                 | 3.3                    | 4.0                | 3.8               | 4.0             |
| <b>PROSPERITY:</b>                                     |                     |                      |                     |                        |                    |                   |                 |
| A. Job growth in lower-income communities              | 4.2                 | 4.1                  | 3.8                 | 4.0                    | 4.1                | 4.4               | 4.3             |
| B. Diversify our economic/employment base              | 3.9                 | 4.0                  | 3.8                 | 4.3                    | 4.1                | 3.9               | 3.6             |
| C. Expand homegrown businesses                         | 4.0                 | 3.4                  | 4.4                 | 4.3                    | 4.0                | 4.2               | 4.2             |
| D. Businesses have access to capital                   | 3.6                 | 3.0                  | 4.0                 | 3.7                    | 3.6                | 3.8               | 3.9             |
| E. Region supports strong economy to export goods      | 3.8                 | 2.9                  | 4.2                 | 3.9                    | 4.0                | 3.9               | 4.1             |
| F. Cultural tourism                                    | 3.5                 | 3.4                  | 3.4                 | 3.7                    | 3.3                | 3.9               | 3.6             |
| G. World-class telecommunications                      | 4.0                 | 3.7                  | 4.2                 | 4.6                    | 4.1                | 3.8               | 4.0             |
| H. Regional cooperation in economic development        | 4.1                 | 4.7                  | 3.6                 | 4.1                    | 4.0                | 4.2               | 4.4             |
| I. Economic growth benefits our people                 | 4.3                 | 4.7                  | 4.6                 | 3.4                    | 4.2                | 4.6               | 4.1             |
| <b>PARTNERSHIPS:</b>                                   |                     |                      |                     |                        |                    |                   |                 |
| A. Regional transportation decision-making             | 4.4                 | 4.4                  | 4.8                 | 4.3                    | 4.0                | 4.8               | 4.3             |
| B. Respond to changing workforce preparation needs     | 4.3                 | 4.0                  | 4.2                 | 4.6                    | 4.3                | 4.4               | 4.6             |
| C. Revitalized schools                                 | 4.3                 | 4.5                  | 4.0                 | 4.1                    | 4.7                | 4.3               | 4.1             |
| D. Regional decision-making processes                  | 3.9                 | 3.7                  | 4.0                 | 4.0                    | 4.1                | 3.8               | 4.1             |
| E. Build strong public-private partnerships            | 4.0                 | 3.9                  | 3.8                 | 4.1                    | 4.3                | 4.2               | 4.1             |



# Implementing the Vision

## Recommendations

### **Implementing The Vision**

Completion of the Valley Vision 2025 Process should include a public opinion survey, establishment of a joint public/private partnership (joint venture), development of implementation strategies and performance measures for the vision. A series of community briefings should be conducted to foster a widespread understanding of the Valley Vision 2025 Plan. The Plan will require approval by the Regional Council, and endorsement from cities and civic groups. Finally, joint venture should provide monitoring and evaluation of progress toward vision goals. These will likely be presented in the form of annual reports.

### **Public Opinion Survey**

A statistically valid, randomly sampled telephone survey of 800 people is recommended to ensure that Valley Vision 2025 reflects the views of all representative groups of the Valley. Survey results will be incorpo-

rated into the final draft of the vision document. A compelling statement of what residents of this region would like to see must be inclusive as ultimately, successful implementation of the plan will hinge upon a broad-based consensus on the vision, and a broad-base of personal and collective actions from all sectors of the community. The survey should be funded with private sector contributions.

The questions should be designed to gain an understanding of what is valued about this region. What are the prevailing fears for the future? What is perceived as the ideal future and what are the barriers to its achievement? How do these compare with the draft vision goals?

The final product should be a report detailing the survey instrument, methodology and resulting data. This report should be used in the next step in finalizing the Valley Vision 2025 Plan and implementation strategies.



## Implementing the Vision

### **Public Private Partnership**

To ensure that Valley Vision 2025 is refined and implemented, a joint venture partnership with the private sector should be established. Upon its inception, the joint venture should be launched with a public resolution of commitment, that demonstrates a high degree of commitment to the Vision Plan, and the future of this region. The joint venture should use the existing work of the Valley Vision Committee and Subcommittees, Collaborative Groups, summit, public forum and telephone survey to develop a final vision, implementation strategies and performance measures for the Valley Vision 2025.

### **Monitoring and Evaluation**

Upon completion of implementation strategies and performance measures, joint venture will provide briefings of results throughout the community to the collaborative groups, non profits and faith-based organizations. Joint venture will then monitor the performance measures, and provide annual reports on our progress as a region.